ISSN 0024-6301

Volume 27

AUTHOR & SUBJECT INDEX

INTERNATIONAL JOURNAL OF STRATEGIC MANAGEMENT

LONG RANGE PLANNING

The Journal of
THE STRATEGIC PLANNING SOCIETY ●
and of the
European Strategic Planning Federation

INTERNATIONAL JOURNAL OF STRATEGIC MANAGEMENT

Long Range Planning

The Journal of the Strategic Planning Society and of the European Strategic Planning Federation

Editor: Professor Bernard Taylor
Executive Editor: Philip Stiles **Editorial Assistant:** Susanne Walton
North American Editor: Professor John H. Grant
Continental Europe Editor: Professor Dominique Turpin
Japan and South-East Asia Editor: Professor Toyohiro Kono
Production Editor: John W. Cooper

U.K. Editorial Office:
Professor Bernard Taylor
Henley Management College,
Greenlands, Henley-on-Thames
Oxon RG9 3AU, U.K.
Telephone: Henley (0491) 571454

U.S. Editorial Office:
Professor John H. Grant
Joseph M. Katz Graduate
School of Business
University of Pittsburgh
Pittsburgh
PA 15260, U.S.A.

Continental Europe Editorial Office:
Professor Dominique Turpin
I.M.D.
Chemin de Bellerive 23
CH-1007 Lausanne
Switzerland

Japan and SE Asia Editorial Office:
Professor Toyohiro Kono
Surugadai University
Department of Economics
698, Asu, Hanno City
Saitama 357, Japan

Editorial Board
Bruce Lloyd (Chairman & Book Review Editor), South Bank University, U.K.
Barbara Barrett, Elsevier Science Ltd
Professor W. K. Brauers, European Strategic Planning Federation
Professor S. W. Douma, Tilburg University, The Netherlands
Christopher Lorenz, Financial Times

Editorial Advisors
Lars Adler, Copadec, AB, Västeräs, Sweden
Professor H. Igor Ansoff, United States International University, San Diego, California, U.S.A.
Professor John Camillus, University of Pittsburgh, Pennsylvania, U.S.A.
Dr Magdolna Csath, Sopron University, Hungary; Dean, Salzburg Management Institute, Austria
Harold Edge, Rockwell International, Texas, U.S.A.
Professor D. J. Eppink, Vrije University, Amsterdam, The Netherlands
Prof. Dr. Dietger Hahn, Justus-Liebig-Universität Giessen, Germany
Professor Kenneth Hatten, Boston University, Massachusetts, U.S.A.
David E. Hussey, Harbridge Consulting Group Ltd, London, U.K.
Professor Patrick McNamee, University of Ulster at Jordanstown, U.K.
Professor Andre Morkel, University of Western Australia, Australia
Dr N. Nakahara, President, Toa Nenryo Kogy, Kabushiki Kaisha, Tokyo, Japan
Professor G.-I. Nakamura, Japan Strategic Management Society, Tokyo, Japan
Robert Perrin, Robert Perrin International, U.K.
Professor Michael Porter, Harvard University, Cambridge, Massachusetts, U.S.A.
Professor George Steiner, University of California, Los Angeles, U.S.A.
Ian Wilson, Wolf Enterprises, San Rafael, California, U.S.A.
J.-G. Wissema, Wissema Group, Business and Policy Consultants, The Hague, The Netherlands

© Copyright 1994 Elsevier Science Ltd

Long Range Planning is published in 6 issues per annum in February, April, June, August, October and December.
Publishing, Subscription, and Advertising Offices: North, Central & South America: Elsevier Science Inc., 660 White Plains Road, Tarrytown, NY 10591-5153, USA, *tel:* 914 592 7700, *fax:* 914 592 3625; Rest of the World: Elsevier Science Ltd, The Boulevard, Langford Lane, Kidlington, Oxford, OX5 1GB, UK, *tel:* (+44)(0) 1865 843515, *fax:* (+44)(0) 1865 843969.
Annual Institutional Subscription Rates 1995: North, Central & South America, US$567.00, Rest of the World £380.00. Professional subscription rates 1995, which must be prepaid by personal cheque or credit card: North, Central & South America, US$127.00, Rest of the World £85.00. Sterling prices exclude VAT. Non-VAT registered customers in the European Union will be charged the appropriate VAT in addition to the price listed. Prices include postage and insurance and are subject to change without notice. Members of the Strategic Planning Society receive the Journal as part of their subscription dues for the Society paid direct to the Society at 17 Portland Place, London W1N 3AF.
Published by Elsevier Science Ltd on behalf of the Strategic Planning Society, 17 Portland Place, London W1N 3AF.
Publications Co-ordinator—Graham Goodridge. *Tel:* 071 636 7737.

Published bi-monthly—Second class postage paid at Newark, NJ. Postmaster send address corrections to Long Range Planning, Elsevier Science Inc., 660 White Plains Road, Tarrytown, NY 10591-5153, USA.

AUTHOR INDEX

A

ADLER R W Strategic focus: The CEO's key priorities (4) 78
ALEXANDER J H *Book review:* In defence of Garbage (4) 144
ALLEN P G *Current awareness:* Economic forecasting in agriculture (6) 179
ALLIO R *see* PEKAR P, Jr
ANSOFF H I Comment on Henry Mintzberg's rethinking strategic planning (3) 31
ARGYRIS A *Current awareness:* Good communication that blocks learning (6) 174
ARGYRIS C *Book review:* Knowledge for action: A guide to overcoming barriers to organisational change (4) 143
AVERILL J R, NUNLEY E P *Book review:* Voyages of the heart: Living an emotionally creative life (2) 136
AZZONE G, BERTELÈ U Exploiting green strategies for competitive advantage (6) 69

B

BADEN–FULLER C, STOPFORD J M *Book review:* Rejuvenating the mature business: The competitive challenge (4) 144
BAKKER H, JONES W, NICHOLS M Using core competencies to develop new business (6) 13
BARKER III, V L, MORE M A *Current awareness:* Retrenchment: Cause of turnaround or consequence of decline? (6) 176
BARNES C *see* ISSAC–HENRY K
BARNES D *see* YEATTS D E
BAVEN G *see* ELFRING T
BEATTY C A *Current awareness:* Wanted: The perfect tiny acquisition (6) 178
BERNHARDT D C 'I want it fast, factual, actionable' — Tailoring competitive intelligence to executives' needs (1) 12
BERTELÈ U *see* AZZONE G
BERTSCH B, WILLIAMS R How multinational CEOs make change programmes stick (5) 12
BLEICHER K Integrative management in a time of transformation (5) 136
BONNETT T W, OLSON R L *Current awareness:* Four scenarios of state government services and regulation in the year 2010 (6) 173
BOSCHEK R Deregulating Europe on electricity supply: Issues and implications (5) 111
BOULTON W R *see* DOWLING M J
BOWMAN C *see* PELLEGRINELLI S
BOWMANN C, FAULKNER D Measuring product advantage using competitive benchmarking and customer perceptions (1) 119
BOYD B K *Current awareness:* Board control and strategy implementation (6) 176
BRABET J, KLEMM M Sharing the vision: Company mission statements in Britain and France (1) 84
BROWN D M, LAVERICK S Measuring corporate performance (4) 89
BROWN L R, STARKE L *Book review:* State of the world 1994, a World Watch Institute report on progress towards a sustainable society (50 156
BURROWS B *Essay review:* The power of information: Developing the knowledge based organization (1) 142

C

CAMPBELL A *Brief case:* Managing diversification and business development (2) 128
CAMPBELL A J, VERBEKE A The globalization of service multinationals (2) 95
CANNON T (ed.) *Book review:* How to get ahead in business (6) 159
CLAYTON T, LUCHS B Strategic benchmarking at ICI fibres (3) 54, (6) 172
COX D, HOOVER J *Book review:* Leadership when the heat's on (1) 159
CRAVENS D W, SHIPP S H, CRAVENS K S *Current awareness:* Reforming the traditional organisation: The mandate for developing networks (6) 175
CRAVENS K S *see* CRAVENS D W
CROCKFORD D Strategic management in privatized businesses (2) 111
CUMMINGS S, DAVIES J *Brief case:* Mission, vision, fusion (6) 147
CURRIE R J *Current awareness:* Joblaws: Putting the super back in supermarket (6) 180

D

DAVIES J *see* CUMMINGS S
DESPRES C *see* HILTROP J M
DESS G G *see* WALTERS B A
DEUTSCH M, GRANGER C W J, TERASVIRTA T *Current awareness:* Comparative study of artificial neural network and statistical models for predicting student grade point averages (6) 172
DEUTSCH M, GRANGER C W J, TERASVIRTA T *Current awareness:* The combination of forecasting using changing weights (6) 172
DIAMANTOPOULOS A *see* MATHEWS B P
DIORIO S G *see* FUREY T R
DONLEAVY G D Evaluating the potential of office robotics (2) 119
DOWLING M J, BOULTON W R, ELLIOTT S W *Current awareness:* Strategies for change in the service sector: The global telecommunications industry (6) 177
DREW S BPR in financial services: Factors for success (5) 25
DUNCAN N E, WACK P *Current awareness:* Scenarios designed to improve decision-making (6) 173

E

ELANGO B, MEINHART W A Selecting a flexible manufacturing system -- A strategic approach (3) 118; *Current awareness:* (6) 175
ELFRING T, BAVEN G Outsourcing technical services: Stages of development (5) 42
ELLIOTT S W *see* DOWLING M J
EPPINK D J *see* SIJBRANDS S

F

FAIRTLOUGH G Organizing for innovation: Compartments, competences and networks (3) 88; *Current awareness* (6) 174
FAULKNER D *see* BOWMANN C
FIEDLER K D *see* TENG J T C
FINK D Information systems planning in a volatile environment (6) 108
FLETCHER K, WHEELER C, WRIGHT J Strategic implementation of database marketing: Problems and pitfalls (1) 133
FUREY T R, DIORIO S G *Current awareness:* Making reengineering strategic (6) 175

G

GADELLA J W Avoiding expensive mistakes in capital investment (2) 103
GAEBLER T *see* OSBORNE D
GARNSEY E, WILKINSON M Global alliance in high technology — A trap for the unwary (6) 137
GHOSHAL S *see* NOHRIA N
GOMES–CASSERES B *Current awareness:* Group versus group: How alliance networks compete (6) 178
GOOLD M *Brief case:* Learning new parenting skills (4) 138
GORR L W, NAGIN D, SZCZYPULA J *Current awareness:* Comparative study of artificial neural network and statistical models for predicting student grade point averages (6) 172
GOULDSON A *see* WELFORD R
GOYDER G *Book review:* Signs of grace (6) 163
GOYDER G *Book review:* Signs of grace (6) 163
GRANGER C W J *see* DEUTSCH M
GREENBERG K E *Current awareness:* Learned responses (6) 174
GRIFFITH M W, TAYLOR B Entrepreneurs in entertainment: Putting on the top hat (6) 96
GROVER V *see* TENG J T C

H

HALL W D *Book review:* Making the right decision: Ethics for managers (3) 131
HAMEL G, PRAHALAD C K *Current awareness:* Competing for the future (6) 176
HAMMOND D C, YOUNG D R *Book review:* Non profit organizations in a market economy: Understanding new roles, issue and trends (3) 134
HAMPDEN–TURNER C, TROMPENAARS F *Book review:* The seven cultures of capitalism: Value systems for creating wealth in the United States, Britain, Japan, Germany, France, Sweden and the Netherlands (6) 153
HARRIS S G *see* OSWALD S L
HARRISON B *Current awareness:* The small firms myth (6) 180
HASTINGS C *Book review:* The new organisation -- Growing the culture of organisational networking (2) 133
HAUSER M *see* VITALE M
HENDERSON H *Book review:* Paradigms in progress: Life beyond economics (3) 138
HENDERSON V E *Book review:* What's ethical in business? (1) 160
HENNART J–F, PARKY Y–R *Current awareness:* Location, governance and strategic determinants of Japanese manufacturing investment in the United States (6) 180
HEULLMENTEL A B *see* ZABRISKIE N B
HILTROP J M, DESPRES C Benchmarking the performance of human resource management (6) 43
HINTERHUBER H H, LEVIN B M *Current awareness:* Strategic networks -- The organization of the future (3) 43; (6) 173
HIPSKIND M *see* YEATTS D E
HODGETTS R M *Current awareness:* Quality lessons from America's Baldbridge winners (6) 177
HOOVER J *see* COX D
HOULDEN B *Book review:* Understanding company strategy (3) 131
HOUSTON W *Book review:* Meltdown: The great '90s depression and how to come through it a winner (5) 152
HUMBLE J, THOMSON A, JACKSON D The strategic power of corporate values (6) 28
HUNTSMAN S Using strategic planning to drive organizational change (1) 50
HUZEN T L *see* KAUFMANN J B
HYUN J-H Buyer-supplier relations in the European automobile component industry (2) 66

I

IRONS K *Book review:* Managing service companies: Strategies for Success (4) 141
ISSAC–HENRY K, PAINTER C, BARNES C *Book review:* Management in the public sector: Challenge and change (6) 161

J

JACKSON D *see* HUMBLE J
JENNINGS D F, SEAMAN S L *Current awareness:* High and low levels of organisational adaptation: An empirical analysis of strategy, structure and performance (6) 175
JOHNSTON K *Book review:* Busting bureaucracy: How to conquer your organisation's worst enemy (5) 154
JONES W *see* BAKKER H

K

KAMAUFF J W *see* SPEKMAN R E
KAMPOURIS E A, MILLER R A Using demand flow technology (6) 82
KANTER R M *Current awareness:* Collaborative advantage: The art of alliances (6) 178
KARLOF B Strategies for the emerging European Market (2) 36
KAUFMANN J B, KESNER I F, HUZEN T L *Current awareness:* The myth of full disclosure: A look at organizational communications during crises (6) 177
KAY J *Book review:* Foundations of corporate success (2) 134
KENNEDY C Re-engineering: The human costs and benefits (5) 64
KESNER I F *see* KAUFMANN J B
KLEMM M *see* BRABET J
KONO T Changing a company's strategy and culture (5) 85
KOUFOPOULOS D N, MORGAN N A Competitive pressures force Greek entrepreneurs to plan (4) 112
KRUGMAN P *Current awareness:* Does third world growth hurt first world prosperity? (6) 180
KUCHLER F *see* TEGERE A

L

LASSERRE P, PROBERT J Competing on the Pacific Rim: Risks and high returns (2) 12
LAVERICK S *see* BROWN D M
LEAVY B, WILSON D *Book review:* Strategy and leadership (4) 141
LEVIN B M *see* HINTERHUBER H H
LLOYD G, PHILLIPS M Inside IBM: Strategic management in a federation of businesses (5) 52
LORENZ C Harnessing design as a strategic resource (50 73
LUCHS B *see* CLAYTON T
LUNG S S J *see* RAYKUN R T

M

MARLOW H Intuition and forecasting — a holistic approach (6) 58
MATHE H, PERRAS C Successful global strategies for service companies (1) 36
MATHEWS B P, DIAMANTOPOULOS A *Current awareness:* Towards a taxonomy of forecast error measures: A factor-comparative investigation of forecast-error dimensions (6) 173
MATTHYSSENS P, VAN DEN BULTE C Getting closer and nicer: Partnerships in the supply chain (1) 72
MAVRINAC S C *see* VITALE M
MEINHART W A *see* ELANGO B
MIKALACHKI A *Current awareness:* Creating a winning team (6) 174
MILLER A N Privatization: Lessons from the British experience (6) 125
MILLER R A *see* KAMPOURIS E A
MINTZBERG H Rethinking strategic planning: Part I: Pitfalls and fallacies (3) 12; *Current awareness:* (6) 172
MINTZBERG H Rethinking strategic planning: Part II: New roles for planners (3) 22; *Current awareness:* (6) 172
MINTZBERG H *Brief case:* Rise and fall of strategic planning (6) 151
MORE M A *see* BARKER III, V L
MORGAN N A *see* KOUFOPOULOS D N
MORRIS M H, PITT L F Implementing marketing strategies in the US and South Africa (1) 56
MOSSHOLDER K W *see* OSWALD SL

N

NAGIN D *see* GORR L W
NICHOLS W *see* BAKKER H
NISBET M *Brief case:* Segmenting the city (1) 154
NISBET M *Brief case:* Selecting the company (5) 145
NOHRIA N, GHOSHAL S *Current awareness:* Differentiation fit and shared values: Alternatives for managing headquarters – subsidiary relations (6) 175
NORBURN D European cross-border acquisition: How was it for you? (4) 25
NOSOWSKI G Strategic planning for a public service – The British Post Office (3) 108; *Current awareness:* (6) 179
NUNLEY E P *see* AVERILL J R

O

OHINATA Y Benchmarking: The Japanese experience (4) 48
OKAZAKI–WARD L *Book review:* Management education and training in Japan (6) 156
OLSON R L *see* BONNETT T W
O'MAHONY M Can Britain bridge the productivity gap? (2) 85
OSBORNE D, GAEBLER T *Book review:* Reinventing Government (3) 136
OSWALD S L, MOSSHOLDER K W, HARRIS S G *Current awareness:* Vision salience and strategic involvement: Implications for psychological attachment to organization and job (6) 175

P

PAINTER C *see* ISSAC–HENRY K
PARKY Y–R *see* HENNART J–F
PEARCE II, J A, ROBBINS D K *Current awareness:* Retrenchment remains the foundation of business turnaround (6) 176
PEKAR P, Jr, ALLIO R Making alliances work — Guidelines for success (4) 54
PELLEGRINELLI S, BOWMAN C Implementing strategy through projects (4) 125
PERRAS C *see* MATHE H
PESARAN M H, TIMMERMANN A *Current awareness:* Forecasting stock returns: an examination of stock marking trading in the presence of transaction costs (6) 173
PETERS S *see* WALTERS B A
PHILLIPS M *see* LLOYD G
PITT L F *see* MORRIS M H
PRAHALAD C K *see* HAMEL G
PRIESMEYER R *Book review:* Defining the methods of nonlinear management (5) 152

PROBERT J *see* LASSERRE P

R

RAYKUN R T, LUNG S S Automating the supply chain in Taiwan (4) 99
ROBBINS D K *see* PEARCE II, J A
ROBERT M *Current awareness:* Finding your strategic heartbeat (6) 176
ROBERT M *Book review:* Strategy – Pure and simple. How winning CEOs out-think their competition (1) 157
ROSENZWEIG P M *Current awareness:* The new American Challenge: Foreign multinationals in the United States (6) 179

S

SADTLER D R *Brief case:* Disposals: An insight into corporate strategy? (3) 127
SALMOND D J *see* SPEKMAN R E
SARATHY R Global strategy in service industries (6) 115
SCHOENBERG R *see* NORBURN D
SEAMAN S L *see* JENNINGS D F
SHERMAN S *see* TICHY N M
SHIPP S H *see* CRAVENS D W
SIJBRANDS S, EPPINK D J The internationalization of Dutch Banks: A new beginning? (4) 35
SKYRME D J Flexible working: Building a lean and responsive organisation (5) 98
SPEKMAN R E, KAMAUFF J W, SALMOND D J At last purchasing is becoming strategic (2) 76
STACEY R D *Book review:* Strategic management and organisational dynamics (2) 131
STAFFORD E R Using co-operative strategies to make alliances work (3) 64; *Current awareness:* (6) 177
STARKE L *see* BROWN L R
STEFFENS J *Book review:* Newgames: Strategic competition in the PC revolution (6) 152
STILES J *Conference report:* Strategic alliances: Making them work (4) 133
STOPFORD J M *see* BADEN–FULLER C
SUTCLIFFE A *Current awareness:* Time-series forecasting using fractional differencing (6) 173
SWIERINGA J, WIERDSMA A *Book review:* Becoming a learning organisation (4) 146
SZCZYPULA J *see* GORR L W

T

TAMPOE M Exploiting the core competences of your organization (4) 66
TAYLOR B *see* GRIFFITH M W
TEGERE A, KUCHLER F *Current awareness:* Evaluating forecasting models of farmland prices (6) 179
TENG J T C, GROVER V, FIEDLER K D Re-designing business processes using information technology (1) 95
TENG J C T, GROVER V, FIELDLER K D *Current awareness:* Business process re-engineering: Charting a strategic path for the information age (6) 174
TERASVIRTA T *see* DEUTSCH M
THOMAS D *Book review:* Business sense: Exercising management's five freedoms (3) 133
THOMSON A *see* HUMBLE J
TICHY N M, SHERMAN S *Book review:* Control your destiny or someone else will. How Jack Welch is making General Electric the world's most competitive corporation (5) 149
TIMMERMANN A *see* PESARAN M H
TOWNER S J Four ways to accelerate new product development (2) 57
TROMPENAARS F *see* HAMPDEN–TURNER C
TSANG E W K Strategies for transferring technology to China (3) 98; *Current awareness:* (6) 178

V

VAN DEN BULTE *see* MATTHYSSENS P
VANDERMERWE S Quality in services: The 'softer' side is 'harder' (and smarter) (2) 45
VEASEY P W Managing a programme of business re-engineering projects in a diversified business (5) 124
VERBEKE A *see* CAMPBELL A J
VISJAK A Exploiting your synergy potential: Promoting collaboration between business units (1) 25
VITALE M, MAVRINAC S C, HAUSER M *Current awareness:* New process/financial scorecard: A strategic performance measurement system (6) 176

W

WACK P *see* DUNCAN N E
WALTERS B A, PETERS S, DESS G G *Current awareness:* Strategic alliances and joint

ventures: Making them work (6) 178
WATERMAN R H, Jr, WATERMAN J A, COLLARD B A *Current awareness:* Toward a career-resilient workforce (6) 174
WELCH B *Book review:* Managing to make organisations work: Developing managers for tomorrow's successful companies (1) 158
WELFORD R, GOULDSON A *Book review:* Environmental management and business strategy (6) 158
WEST D C *Current awareness:* Number of sales forecast methods and marketing management (6) 177
WHEELER C *see* FLETCHER K
WHYTE J L Breaking the bookshop cartel (3) 75; *Current awareness:* (6) 178
WIERDSMA A *see* SWIERINGA J
WILKINSON M *see* GARNSEY E
WILLIAMS R *see* BERTSCH B
WILSON D *see* LEAVY B
WILSON I Strategic planning isn't dead — It changed (4) 12
WOUDHUYSEN J Tailoring IT to the needs of customers (3) 33; *Current awareness:* (6) 177
WRIGHT J *see* FLETCHER K

Y

YEATTS D E, HIPSKIND M, BARNES D *Current awareness:* Lessons learned from self-managed work teams (6) 176
YOUNG D R *see* HAMMOND D C

Z

ZABRISKIE N B , HUELLMENTEL A B Marketing research as a strategic tool (1) 107

SUBJECT INDEX

A

AA (1) 50
ABB
 dynamism (4) 76
ABN-AMRO Bank (4) 35
Accelerated product development (2) 62
Accor
 global human resource management (1) 46
Account management (1) 80
Accounting
 incentives for efficiency (4) 81
Acquisitions
 and culture (5) 93
 entertainment industry (6) 99
 European cross-border (4) 25
 global media (6) 120
 mistakes (2) 103
 recorded music industry (6) 99
Acquisitive joint ventures (3) 67
Actionable competitive intelligence (1) 13
Activity based costing (ABC) (4) 83
Adaptability gap in time (5) 137
Added value (4) 91
Affiliated bank (4) 41
Affinity group definition (1) 28
Alignment committee (4) 130
Allfinanz *see* Bancassurance
Alliance
 performance factor (PF) (4) 63
Alliances
 global (6) 137
 sharing values (6) 38
 technology (6) 137
Allianz
 acquisitions (6) 121
 European operations (1) 40
America *see* U.S.
American Standard (6) 84
 implements DFT (6) 87
 induction of DFT (6) 89
Analysis
 interrelationships (1) 25
Analysts
 planners' role (3) 26
Analytic Hierarchy Process (AHP) (4) 103
Analytical managerial innovation (1) 100
Anamartic
 global alliance (6) 137
Annual planning process
 Post Office (3) 116
Anticipatory skills (6) 59
 executive selection (6) 66
Application capabilities (5) 47
Appropriate technology
 to manage performance (4) 97
Approval process for resins suppliers (2) 70
Architecture (3) 44; (5) 125
Arrogant entrepreneurs (6) 103
Artificial intelligence systems (2) 123
Asia Pacific region (2) 12
 business success in (2) 15
 pricing (2) 18
Assessment
 of management quality (5) 146
 of service quality (2) 53
Asset
  growth (4) 80
  undervaluation (4) 90
Attention to employee needs (6) 55
Attractiveness criteria (1) 81
Audit of work arrangements (5) 104
Automation technology
 adoption in Taiwan (4) 101

Automobile Association
see AA
Automobile components supply (2) 66
Automotive industry
environmental strategy (6) 75
impact of environment (6) 76
Avis
customer care (1) 41
AXA
global strategy (1) 38

B

Balanced scorecard approach (3) 55; (4) 93
Bancassurance (4) 45
Banking
corporate service MNCs (2) 100
Banks
BPR (5) 25
Dutch (4) 35
Barr and Stroud Ltd (5) 67
Barriers
to entry
bus industry (2) 112
effect of FMS (3) 120
to success in BPR (5) 31
Baxi Partnership (5) 68
Behaviour
changed by values (6) 36
culturally determined (5) 139
embedding change (4) 127
integration through (5) 143
of Asia Pacific businesses (2) 12
Bell Canada
global strategy (1) 38
Benchmarking
competitive (1) 19, 119
HRM performance (6) 43
in BPR (5) 29, 38
Japanese experience (4) 48
micro (3) 55
progress measurement (1) 55
strategic (2) 77; (3) 54; (4) 22
Best practice
in alliances (4) 64
strategic change (4) 126
Big picture (3) 37
Book retailing structure (3) 79
Bookshop cartel strategies (3) 75
Bottom–up strategic planning (1) 27
Boundary–less corporation (5) 138
Branch
changing framework
Dutch banks (4) 41
Brand value (4) 91
entertainment industry (6) 104
British
economy *see* U.K.
Petroleum sale (6) 128
Telecommunications regulation (6) 129
Budgeting
in Greece (4) 115
Bureau Europeen des Unions de Consommateurs (5) 119
Bus industry privatization (2) 112
Business
analytically rigorous plans (4) 62
architecture (5) 125
context diagram (5) 131
combinations
to increase asset size (4) 85
drivers (5) 99
licenses, IBM (5) 57
performance measures (3) 56
plan at Post Office (3) 110
planning (1) 50
integrated with IS (6) 110
position (5) 61
process organization structures (5) 66
process redesign (BPR)
change (5) 27
critical aspects (1) 105
human costs and benefits (5) 64
implementation (1) 100
in financial services (5) 25
model (1) 99
re–engineering (2) 77; (5) 64, 124
using IT (1) 95
relationships in Asia Pacific (2) 21
resource matrix (1) 32
risk in product development (2) 64
rules in Asia Pacific (2) 22
synergy potential (1) 25
units (1) 30
Business Federation Design (5) 128
Buyer–supplier relationship (2) 67
influence of FMS (3) 120
Buying behaviour (1) 72
co-ordination with supplier (2) 77
Buyouts
in bus industry (2) 115
privatized industry (6) 133

C

Cable television
growth (6) 100
Canadian banks (5) 25

Cap Gemini Sogeti
 Strategic Business Areas (1) 47
Capacity to absorb technology (3) 100
Capital
 intensity (2) 89
 investment
  decision making (2) 110
  failures (2) 103
  linkages (3) 44
  plans, Post Office (3) 113
Capitalization of costs (4) 90
Car pollution
 EU standards (6) 79
Career strain (5) 67
Cartel in electricity supply (5) 117
Cashflow
 critical (6) 140
Catalysts
 planners' role as (3) 26
Catalytic converters
 anticipating standards (6) 79
CD–ROM
 development (6) 101
Central planning, IBM (5) 53
Centralized management
 Greek style (4) 119
CEOs (chief executive officers)
 involved in planning (4) 118
 key strategic priorities (4) 78
Change
 CI catalyst (1) 13
 culture
 impeded by planning (3) 14
 incremental (4) 125
 management systems (5) 18
 revolutionary strategy (4) 126
 using BPR (1) 97
Chief executive officers *see* CEOs
China
 business behaviour (2) 13
 technology transfer strategy (3) 98
CI (1) 12
CIA intelligence process (1) 14
Ciba–Geigy
 core competence (4) 76
 vision (4) 70
Cinema
 revival (6) 101
Civil aviation in Europe (2) 40
Client relationship, business license (5) 57
Clustering (3) 40
Collection of CI (1) 16
Commerce Automation Program
 Taiwan (4) 101
Commercial
 automation
  adoption in Taiwan (4) 103
  environmental obstacles (4) 104
 radio
  revenue growth (6) 99
 system
  management (4) 100
Commitment to planning (3) 14
Communacopia (6) 101
Communication (1) 149
 by planning (3) 24
 to influence behaviour (5) 19
Communications
 architecture (1) 97
 in restructuring (5) 87
Company culture (5) 85
Compartments (3) 92
Competence focused units (3) 45
Competences (3) 90
Competencies (5) 57
 HR (6) 52
Competition
 and culture (5) 93
 effect of FMS (3) 120
 effect on management (4) 17
 in bus industry (2) 114
 in Europe (2) 40
 reduced to expand (4) 85
Competitive
 advantage (1) 123; (5) 60
  by automation (4) 107
  by benchmarking (3) 57
  green strategies (6) 69
  in book retailing (3) 82
  in entertainment industry (6) 104
 climate of Asia (2) 12
 edge (4) 66
 entertainment industry (6) 102
 intelligence *see* CI
 of HRM (6) 49
 performance (1) 129
 position (1) 119; (6) 121
 strategy
  formulation (1) 107; (2) 43
  IT impact (4) 106
Competitor
 profile (1) 21
Complex
 investment decisions (2) 105
Complexity boundary (4) 63
Compromise
 implementing strategy (4) 126
Computer industry vertical integration (3) 45

Concept
development (3) 39
exploration
Concurrent procurement (2) 78
Conflicts in Asia Pacific (2) 27
Conformance (2) 54
Consortium bank (4) 41
Consumer
choice by privatization (6) 128
electricity prices (5) 116
Green (6) 69
participation in service delivery (6) 117
Consumption of services (6) 117
Continental Canada Insurance BPR (5) 28
Contingent
strategic success formula *see* CSSF
Continuous
improvement mentality (6) 48
improvement systems (CIS)
improvement teams (CIT) (5) 68
strategic alignment (5) 31
Contracts
in Asia Pacific (2) 25
in electricity supply (5) 117
negotiation (4) 61
relationships (3) 67
Control
by management in Greece (4) 117
by planning (3) 25
procedures, international banks (4) 43
style (5) 61
Conventional thinking
challenging (4) 128
Co-operation
between compartments (3) 93
with buyer (1) 73; (2) 77
Co-operative strategies (3) 64
Co-ordination
between organizations (5) 43
of electricity supply (5) 112
of Greek planning (4) 121
Core
capabilities (5) 46; (6) 14
competences (1) 27; (4) 66; (5) 57; (6) 14
competencies
analysis (4) 22
change (4) 15
developing (6) 23
identification (6) 17
implementation (6) 21
leader managing (4) 69
listing (6) 18
managing (6) 23
portfolio (6) 24
product units (5) 132
skills (4) 66
Corporate
culture (1) 46
in book retailing (3) 81
sharing (3) 70
success (6) 33
types (5) 95
design evolution (5) 80
guru (3) 27
identity (1) 46
objectives (4) 91
performance
measurement (4) 89
plan at AA (1) 54
plan at Post Office (3) 109
planning in Greece (4) 120
planning influence of IT (1) 101
planning units (4) 21
strategy
in disposals (3) 127
in investment (2) 104
survival (3) 127
synergy strategy (1) 25
values (6) 28
communication (6) 41
research (6) 30
vision *see* Vision
Corruption in Asia Pacific (2) 26
Cost
allocation systems (5) 18
effectiveness
HR practices (6) 51
savings from BPR (5) 30
structure
of service companies (6) 118
Countermeasures
to automation obstacles (4) 105
Creative joint ventures (3) 67
Creativity
entrepreneurial (6) 106
Critical
gaps in CI analysis (1) 14
interrelationships (1) 30
success factors (1) 19
value points (2) 48
Cross-border
acquisition (4) 25
co-operation (5) 138
Cross-functional
analysis of environment (6) 74
process redesign (1) 95
teams (2) 62; (5) 33, 64
Cross-marketing (5) 49

Cultural decline (5) 86
Culture
 challenge (4) 19
 changing (5) 85
 differences (4) 32
 IBM (5) 53
 of management (5) 138
 predictor of performance (4) 93
Customer
 activity cycle (CAC) (2) 47
 bank (4) 37
 buying systems (3) 37
 close relationship (6) 105
 confidence (3) 38
 control of service supply (5) 45
 database (1) 133
 evaluation (1) 79
 experience of service quality (2) 46
 focus (6) 121
 information systems (3) 34
 lifestyle (3) 37
 loyalty (1) 136; (4) 76
 matrix (1) 120
 needs, planning *see also* Strategic marketing
 perceptions (1) 119
 satisfaction (1) 12; (5) 13
  with state enterprises (6) 127
 service (4) 84
  improvement (5) 34
  support (2) 58
 tests in product development (2) 64
 time use (3) 38
Customers at Post Office (3) 109
Customization (5) 47
Cutting edge technology (3) 101
Cycle time (2) 79
 reductions after BPR (5) 34
Cycles (5) 85

D

Darty
 European strategy (1) 43
Database
 architecture (1) 98
 marketing (1) 133; 3 (36)
Decentralization
 of ISP (6) 109
Decision-making
 unit (DMU) (1) 75
Demand Flow Technology *see* DFT
Demarche (1) 85
Depreciation (4) 90
Deregulation
 of banking (4) 37
 of bus industry (2) 114
 of electricity supply (5) 111
 of entertainment industry (6) 119
Design connection (5) 80
Detachment of planner (3) 17
DFT (6) 82
 principle (6) 85
 terminology (6) 86
 value (6) 91
DHL (1) 41
Diagonal networks (3) 47
Diamond cluster (3) 43
Differentiation
 in banking (4) 45
 in book retailing (3) 82
 strategy (1) 125; (2) 58
Digital
 entertainment (6) 101
 Equipment Corporation (4) 58; (5) 98
Direct
 mail (3) 35
 marketing agencies (1) 138
Disaggregated competitor data (1) 13
Discounted cash flow (2) 109
Disposals (3) 127
Dissemination of CI (1) 20
Dissonance
 of values and actions (6) 41
Distinctive capabilities
 for growth (4) 68
Distribution channels
 competition (4) 45
 of power (4) 127
Diversification
 in entertainment industry (6) 105
 in European electricity supply (5) 118
 marketing capabilities (6) 25
 synergy (1) 26
Domain
 of new businesses (6) 19
Downsizing (3) 45; (5) 26
Dun & Bradstreet
 values (6) 31
Dynamic
 capabilities paradigm (5) 43
 network (6) 141

E

EC Directives
 data protection (1) 139
Economic
 forces change (4) 17

forecasts (6) 63
Economies of scale in Europe (2) 38; (4) 37
EDI (electronic data interchange) (2) 80
Effective planning (4) 14
Effectiveness
criteria for HRM (6) 49
under flexible working (5) 102
Efficiency
of resource use (5) 114
matrix (2) 42
Electronic
cash transactions
quality criteria (2) 49
data interchange
see EDI
Order System
see EOS
Emerging European market strategy (2) 36; (4) 43
Employees
abroad, Dutch banks (4) 39
directors of bus companies (2) 117
relating to customer (2) 54
training for quality (4) 84
Employment security (5) 71
Empowerment (1) 12
after BPR (5) 35
IT affects (3) 35
Enablers of flexible working (5) 107
Energy savings
automotive industry (6) 77
Engineering vision (5) 77
Entertainment industry
growth strategies (6) 103
leadership in U.K. (6) 96
strategic trends (6) 119
Entrepreneurs
leadership style (6) 103
management of (6) 103
Environment
acceptability (6) 70
constraint (6) 70
context (6) 72
of Post Office (3) 112
Environmental
changes in industry network (2) 73
legislation (6) 72
strategy (6) 74
EOS (Electronic order system)
at Taisun Enterprise (4) 108
Equipment
state of the art (4) 84
Esprit de planification (1) 90
Europe
flexible component supply (2) 66
inefficiency (2) 38
restructuring (2) 39
European
database marketing (1) 138
electricity supply (5) 111
firms
Foundation for Quality Management (6) 41
TQM model (6) 43
Evaluation
of strategic alliances (3) 72
Event dimension
forecasting (6) 65
Exchange rate risk (6) 85
Exclusivity
entertainment industry (6) 104
Executives *see* CEOs
Exit interviews
cost (6) 52
Expectations
evolution on environment (6) 71
Experimental approach (5) 87
Exploitation
synergy potential (1) 25
Express industry
joint ventures (1) 46
External
advisers in acquisitions (4) 29
co-ordination (5) 43
trend changes (1) 115
Externalities changes (4) 15

F

Facilities sharing (5) 106
Failure
of BPR (5) 36
see also FMEA
Family ownership, taking over (4) 29
Feasibility studies
of strategic alliances (4) 62
Federal Express
European activities (1) 41
Federal organization IBM (5) 52
Feedback of information (1) 19
for quality assessment (2) 53
Financial
challenges (4) 19
information disclosure (4) 90
performance evaluation of FMS (3) 123
targets
Post Office (3) 111
Fitness for use (2) 52
Flexible

specialization (6) 138
working (5) 99
FMS (flexible manufacturing systems)
strategy (3) 118
Focus strategy (2) 97
Forecast
CI (1) 23
Forecasting (6) 58
computer models (6) 59
holistic model (6) 61
Foreign investment
Greece (4) 113
Formalization (3) 29
Formulation of strategy (1) 13
Founders
values (6) 35
France
mission statements (1) 89
Franchise
international (1) 46
Franchising
entertainment services (6) 102
Fujitsu alliance
with Anmartic (6) 139
with ICL (4) 135
Functional
capabilities (5) 47
integration (2) 79
Futures research (1) 113

G

Generic
business unit (5) 128
exclusive strategies (4) 78
Genka kikaku (4) 81
Geographic diversification in European power (5) 120
Germany
productivity (2) 87
Gestalt strategies (4) 129
Global
connectivity (5) 99
networks (6) 138
relationship managers (4) 42
service economy (6) 115
service quality systems (2) 47
strategy (1) 37
environmental (6) 75
in Asia Pacific (2) 32
technology base (6) 94
Globalization
in fibres (3) 60
in manufacturing (6) 82
Goal prioritization
in state enterprizes (6) 127
Governance structure
product development (2) 63
Government influence
in Asia Pacific business (2) 13
Greece
entrepreneurs (4) 112
Green
company risk (6) 72
differentiation (6) 70
investors (6) 70
strategies
for competitive advantage (6) 69
technology (6) 75
Group Decision Support System (6) 111
Growth
characteristics in entertainment (6) 104
profit (4) 92
strategies (1) 112; (6) 13

H

Hand-over strategy (3) 65
Hard
design (5) 79
service capabilities (2) 52
Harmonization
of financial market (4) 37
of framework rules, EC (5) 119
Herald of Free Enterprise (6) 36
Heterogeneity of services (2) 97; (6) 116
Hewlett–Packard
core competence (4) 75
Hierarchies of need (3) 38
Hilton International
global marketing (1) 44
HMSO process architecture (5) 127
Holistic
forecasting (6) 58
organization (5) 69
Home market adjustment in electricity market (5) 119
Homeworkers (2) 120
Honda
core competences (4) 67
Hong Kong business behaviour (2) 13
Horizontal
integration (6) 120
networks (3) 47
strategy development (1) 25
HRM
managers disconnected (6) 46
performance (6) 43

systems (5) 18
Human resources
effects on technology transfer (3) 101
index (6) 55
management (HRM) *see* HRM
measurement guidelines (6) 56
progressiveness (6) 55
Hybrid strategies (4) 78

I

IBM
strategic management (5) 52
UK reorganization (1) 13; (5) 54
ICI Fibres strategic benchmarking (3) 54
ICL
alliance with Fujitsu (4) 135
Image
in book retailing (3) 84
Rolls Royce (6) 61
Imagination (3) 27; (5) 81
Imitation
in Asia Pacific (2) 21
of distinctive capabilities (4) 68
Implementation
horizontal strategy (1) 28
interrelationships (1) 25
Incrementalism (1) 13
Indonesia business behaviour (2) 13
Industrial
cluster (3) 43
concentration in entertainment (6) 96
culture (3) 90
design
as strategic resource (5) 73
vision (5) 77
differences in culture (5) 89
marketing (1) 77
policy relations (5) 68
robots (2) 121
Industry
boundaries (3) 121
Informal networks in Asia Pacific (2) 23
Information
approach (5) 86
architecture (4) 97
based society (1) 142
flows between supplier–buyer (2) 67
management (1) 145
system
integrated into DFT (6) 90
methodology (6) 110
planning (ISP) (6) 108
see also IS
Informed spectator method
performance measure (4) 94
Inhibitors of flexible working (5) 107
Initial concept quantification (3) 40
Innovation
challenge (4) 20
environmental stimulus (6) 72
in benchmarking fibres (3) 59
in IBM UK (5) 55
in MNCs (2) 97
Japanese strategy (6) 141
management (6) 105
networks for (3) 95
new businesses (6) 14, 140
organization for (3) 88
U.K. as source (3) 91
Innovative environment (1) 99
Inside venture approach (5) 88
Institutional investors (1) 154
Insurance companies
Dutch banks (4) 43
environmental damage (6) 70
international developments (1) 39
internationalization strategy (6) 120
marketing (1) 134
Intangible services (2) 96; (6) 116
Integrated
innovation (2) 72
packages of services (5) 45
Integrative management
under change (5) 136
Integrity
of corporate values (6) 40
Intellectual property
embodying (6) 138
rights in China (3) 105
Intelligent
building (5) 106
enterprise (1) 151; (5) 139
Internal
locus of responsibility (4) 16
networks (3) 47
International
banking structures (4) 42
competitiveness of services (6) 118
Internationalization
of Dutch banks (4) 35
strategy (4) 43
Interrelationships
of value chains (1) 31
Intuition (2) 123
Intuitive skills (6) 58
Inventory
with DFT (6) 91

Investment
criteria (5) 145
for DFT (6) 90
in strategic database marketing (1) 136
returns in Asia Pacific (2) 30
IS
architecture (1) 97
database marketing development (1) 137
decentralized (6) 113
outsourcing (5) 43
Issue management (3) 31
IT
at AA (1) 54
attitudes (3) 34
exploitation for business (5) 99
integrating in product development (2) 64
internationalization of banks (4) 44
optimum portfolio (3) 41
policy (1) 145
strategy (1) 9
tailored to customer need (3) 33
upgrading products (2) 59

J

Japan business behaviour (2) 13
JIT (just in time)
concept (1) 73
manufacturing (1) 12
resource efficiency (4) 83
training (5) 18
Job
creation performance (4) 92
assignment with DFT (6) 90
Johnson Wax (1) 114
Joint ventures (3) 67
and strategic alliances (4) 55
China (3) 102
Japan (6) 142

K

Keiretsu (3) 47
Key
drivers, Post Office (3) 112
uncertainties in CI (1) 14
Knowledge
assets (1) 19
based organization (1) 142
intensive services, outsourcing (5) 43
Korea business behaviour (2) 14

L

Labour force
in U.K. (2) 88
Lack of motivation (1) 27
Leadership
as trading off values (2) 43
in entertainment industry (6) 102
in planning (6) 112
inexperienced (6) 141
lack of (4) 19
potential team leaders (5) 67
role models for values (6) 40
transforms vision (6) 34
Lean burn engines
anticipating standards (6) 79
Learning
critical success factors (1) 45
from clients (5) 43
from projects (4) 129
important for planning (4) 18
organizations (1) 13; (2) 79; (3) 25
process (1) 42
Left handed planner (3) 28; (5) 80
Legislation
environmental (6) 72
Legitimacy of MNCs (2) 98
Leverage opportunities (5) 47
Licensing
safer than subcontract (6) 142
Lobbying (6) 75
Local
isolation of start-up (6) 142
service focus (1) 44
Location dimension
forecasting (6) 64
Long range planning
in Greece (4) 116
Long wave cycles (3) 89
Luxottica (3) 47

M

McDonald's global strategy (1) 37
McKinsey European strategy (1) 43
Make or buy decision factors (5) 43
Malaysia business behaviour (2) 13
Management
by objectives (4) 114
by remote control (3) 16
control in Greece (4) 117
emphasis (1) 66
maturity (1) 46
synergy (1) 26

technology need (3) 102
Managerial power in investment projects (2) 104
Managers
career aspirations (2) 116
resistance (5) 32
Manufacturers relationship management (2) 71
Manufacturing
strategy
using FMS (3) 122
technology
Japanese lead (6) 84
Market
access in business license (5) 57
affinities (1) 29
attractiveness (5) 61
domination (1) 12
driven innovation (6) 74
power curtailed (5) 112
proximity (6) 85
research (1) 13, 112
strategic tool (1) 107
segment (5) 46
strategy (5) 60
segmentation in IBM (5) 59
shifts affect management (4) 17
surrogate forces (6) 128
survival strategy (4) 74
Marketing
decision areas (1) 64
global costs (1) 47
mix in Asia Pacific (2) 20
performance measure (4) 93
plans (1) 62
strategy (1) 56
vision (5) 77
Mass customization (2) 79
Materials Resource Planning Software Program (5)·67
Me too products (4) 49
Measurements
in business license (5) 57
Measuring service quality (2) 45
Mental models (2) 79
Minit Corporation
corporate values (6) 29
MIS (management information systems) (2) 122; (5) 19
Misfit (6) 15
Mission
of IBM (5) 55
of Post Office (3) 111
participation (1) 87
statement (1) 84
in Greece (4) 114
types (1) 88
see also vision
Mistakes (2) 50
MNCs
globalization (2) 95
technology transferors (3) 100
Monopoly power
of state enterprises (6) 127
Moral imperative (6) 40
Most admired companies (4) 94
Motorola
philosophy (6) 30
Multi-
disciplinary teams (5) 64
national
level planning teams corporations *see* MNCs
management and culture (5) 92

N

National responsiveness of service MNCs (2) 97
Nationalized industries (6) 127
Negotiating power
in book retailing (3) 84
Net Book Agreement (3) 76
Netherlands banks (4) 35
Network
development (3) 51
for innovation (3) 95
of professionals (5) 49
servers (3) 47
types (3) 47
Networked values (6) 38
Networking flexibility
of service MNCs (2) 98
New business
development (6) 13
portfolio (6) 15
New product development (2) 57
debriefing (5) 17
demand articulation (3) 37
financing (6) 138
styles (5) 76
to increase market share (4) 86
Neural nets (2) 124
NMB Bank (4) 36
Normative management (5) 141

O

Objectives
customer (1) 14
formulation (5) 14
in Greece (4) 114

Observation of service quality (2) 53
Off balance sheet finance (4) 91
Office automation (2) 119
  services integration (5) 106
Office of
  Electricity Regulation (OFFER) (5) 114
  Telecommunications (OFTEL) (6) 129
Open framework systems architecture (5) 134
Operational
  challenges (4) 19
  linkages (3) 44
  management (5) 143
Opportunity
  areas for new business (6) 19
  identification (3) 38
Organic overlay (1) 99
Organization
  capabilities (3) 123; (5) 49
  CI (1) 20
  performance (4) 73
  process driven (5) 68
  three ring wheel (5) 69
Organizational
  approach to culture change (5) 91
  behavioural change (5) 12
  effectiveness and HR (6) 54
  memory upgrade by IT (5) 47
  philosophy (5) 139
  processes synergy (1) 25
  quality (4) 83
Organizational structure
  AA (1) 53
  types (3) 28
Original Equipment Manufacturers (OEM) (1) 75
Outsourcing (1) 75; (5) 34
  technical services (5) 42
Owner
  managed organizations (5) 138
  values (6) 35
  see also Entrepreneur

P

Pacific Rim
  competition (2) 12
  see also Asia Pacific
Packaging services
  in entertainment (6) 102
Palace organization (5) 139
Paperless office (2) 120
Par ROCE (3) 55
Parallel product development (2) 60
Parenting (2) 128; (4) 138
Partner selection in strategic alliances (3) 69; (4) 134
Partnering in European power (5) 120
Partnership
  contracts (4) 59
  marketing (1) 81
  values (6) 38
Paternalism (2) 27
Pentos (3) 77
People skills
  core competence (4) 76
Perceived use value (1) 121
Performance
  competitive (1) 13
  criteria for customers (2) 48
  indicators for HR (6) 53
  influenced by culture (6) 33
  measures (6) 51
  monitoring (4) 97
  of privatized firms (6) 129
  of strategic alliances (4) 62
  related incentives (PRIs) (4) 97
Periodic intelligence briefings (1) 21
Perishability of services (6) 117
Personal performance objectives
  at AA (1) 53
Personnel Management approach (5) 87
Pharmaceuticals
  synergy process (1) 34
Philippines business behaviour (2) 13
PIMS (profit imact of marketing strategy) (3) 54
Planned economies (2) 36
Planning
  CI activity (1) 14
  continuum (1) 54
  techniques in Greece (4) 118
  two-phase (1) 51
Plastic parts supply to automotive industry (2) 68
Plumbing industry
  effect of DFT (6) 91
Policymakers
  CI (1) 14
Political
  change (4) 17
  process of privatization (2) 116
Politics of planning (3) 15
Pool
  electricity prices (5) 116
  strategy (3) 66
Pooling expertise (5) 49
Portfolio
  management (1) 26
POS (Point of Sale system) (4) 109

Post Office
strategic planning (3) 108
values (3) 111
Post Project Auditing (PPA) (2) 106
Potential
corporate synergy (1) 25
Predetermination of plans (3) 15
Predominant vertical organization structures (1) 27
Price competition (1) 126
Primary information sources (1) 16
Priority setting
in strategic alliances (4) 62
Privatization
prices (6) 131
proceeds (6) 130
process (6) 134
public support (6) 126
strategic management of (2) 111
U.K. experience (6) 125
Probability measures
company performance (4) 91
Problem solving (5) 65
Process
architecture (5) 127
control (5) 68
evaluation scheme (4) 60
generalists (1) 103
innovation (3) 92
mapping (5) 29
oriented review (5) 17
ownership matrix (5) 132
Processing of CI data (1) 16
Producer matrix (1) 123
Product
affinities (1) 29
culture (5) 87
cycle time (6) 83
mix and culture (5) 92
steering committee (2) 62
vision (5) 79
Product–market strategies for change (5) 91
Production of services (6) 117
Productive investments
in Greek manufacturing (4) 112
Productivity
in Germany (2) 87
in U.K. (2) 85
measures in HRM (6) 48
under flexible working (5) 102
white-collar (6) 50
Productizing
to keep reputation (6) 102
Profit
and loss account
misleading (4) 90
core competences for (4) 71
Dutch banks (4) 39
impact of marketing strategy *see* PIMS
maximization (4) 92
Profitability
CI (1) 12
implicit (6) 33
of electricity companies (5) 117
of strategic alliances (4) 56
Programme
framework (4) 129
Office (2) 63
Project management
to achieve change (4) 127
Projet d'entreprise (1) 85
Provisions (4) 90
Prudential
European activities (1) 40
Public
awareness
by market share growth (4) 85
corporation alliances (4) 57
flotations (6) 133
opinion
environmental problems (6) 73
Purchasing
function transformation (2) 80
manager partnership (2) 82
strategies (1) 76; (2) 76

Q

QFD (quality function deployment) (1) 81
Qualitative goals
lacking in Greek planning (4) 121
Quality
as performance measure (4) 96
benchmarking (5) 23
of demand in Asia Pacific (2) 20
of work life (QWL) (4) 83
reputation (6) 102
service in Europe (1) 42
System Reviews (5) 17
Quantitative financial tools
in Greece (4) 118

R

RABO Bank (4) 36
R&D management
excessive specialization (6) 141
Reality

value conflict (6) 36
Recorded music sector
growth (6) 97
Recycling
automotive industry (6) 78
Reform of UK electricity (5) 114
Regional investment zones
Greece (4) 112
Regulatory
challenges (5) 118
reform (5) 112
Reinforcement
of values (6) 41
Relationship marketing (1) 78
Relay approach to design (5) 76
Representative office
Dutch banks (4) 41
Reputation *see* image
Research and development *see* R&D
Resource
and Environmental Profile Analysis *see* REPA
efficiency as focus (4) 79
overlap (1) 31
sharing (3) 70
see also MRP
Resources
planning for alliances (4) 62
Responsibilities, portfolio of (5) 70
Restructuring process (5) 86
Return on capital employed *see* ROCE
Revenue forecasts (1) 111
Reviews
frequency of plan (4) 120
Right
first time (5) 68
handed planner (3) 27; (5) 80
Rigid specialization (6) 140
Risk
anticipating change (6) 71
in alliances (4) 61
in Asia Pacific (2) 29
in banking (4) 38
Robotics in offices (2) 119
ROCE (return on capital employed) (3) 55; (4) 90
ROI (return on investment) (4) 57
Role models (3) 61
Rolls Royce
image forecasting (6) 61
Royal Mail (3) 113
Rugby approach to industrial design (5) 76
Russian coup
forecasting (6) 59
holistic model (6) 61

S

Salary surveys
HR benchmarking (6) 48
Sales volume
to increase asset size (4) 85
Satellite television
growth (6) 100
SBUs (strategic business units) (3) 45
at Baxi (5) 69
at HMSO (5) 128
CI (1) 13
synergy potential (1) 25
Scanning systems for CI (1) 15
Scenario analysis
in Greece (4) 118
planning (4) 22, 128
see also forecasts
Scope economies (2) 96
Seamless delivery (2) 51
Secondary information sources (1) 16
Secondment
of managers to projects (4) 130
Security of electricity supply (5) 114
Segmentation of investors (1) 155
Self-development (5) 72
Sequential
design (2) 78
product development (2) 59
Service
concept design (6) 122
company growth (6) 102
corporate culture (6) 123
costs (6) 123
critical factors in internationalizing (1) 47
differentiation (1) 38
global strategy (6) 115
market choice (6) 123
measuring quality of (2) 45
MNCs (2) 95
providers (1) 41
regulation (6) 122
technology in delivery (6) 122
Share price setting (6) 129
Shared
expertise (6) 20
processes, HMSO (5) 133
Shareholders
customers (6) 133
employee (6) 132
role (1) 85
in Asia Pacific (2) 28
small investors (6) 132
value (2) 109

Sigma quality (5) 21
Simultaneous
  design (2) 78
  product launch (2) 61
Singapore
  business behaviour (2) 13
Singer Company (1) 114
Site investigation robot (2) 122
Situation analysis (1) 21
Skills
  affect BPR success (5) 32
  gap (6) 110
SMEs (small and medium sized enterprises)
  acquisitions (4) 27
  commercial automation (4) 104
  in Greece (4) 112
  technology transferors (3) 100
  strategic options (3) 104
Social responsibility
  low priority (6) 33
Soft
  analysis (3) 23
  design (5) 79
  service capabilities (2) 52
  systems methodology (6) 110
Software quality (5) 24
Sole supplier (6) 139
Sourcing for competitive advantage (2) 76
South Africa
  market strategy (1) 60
Special intelligence briefing (1) 21
Stability in strategy (3) 16
Stakeholder
  management (5) 138
  satisfaction (4) 93
Stand-alone businesses
Start-ups
  in high technology (6) 137
State of the art technology (3) 103
Step change (4) 126
Strategic
  advantage (6) 73
  alliances (3) 64; (4) 54, 133; (5) 137
    for new products (2) 59; (6) 138
    growth (4) 56
    planning (4) 135
  business units *see* SBUs
  change management
    at AA (1) 55
    through programmes (4) 130
  change programme (4) 130
  fit for acquisitions (4) 27
  flexibility (3) 122
  focus of CEO (4) 78
  for changing culture (5) 90
  gap (1) 109
  goal sharing (3) 69
  impact worksheet (1) 21
  intent (6) 15
  logic (4) 134
    in Asia Pacific (2) 12
  marketing (1) 111
  network
    development (3) 44
    management (2) 74
  partnerships (6) 140
  programmes of capital (3) 115
  thinking (4) 14
  total quality management *see* STOM
  vision (4) 134
Strategic management (5) 141
  benefits of (4) 21
  challenges to (4) 17
Strategic planning (3) 23
  at AA (1) 52
  changing (4) 12
  concept (1) 108
  fallacies in (3) 12
  for BPR (5) 30
  in bus industry (2) 116
  in Greek manufacturers (4) 112
  in IBM U.K. (5) 55
  in U.K. Post Office (3) 108
  ruins strategic thinking (3) 18
  tools (1) 63
Strategies
  for growth (6) 13, 103
Strategy
  broken down (4) 131
  changing (5) 85
  CI (1) 12
  codification (3) 23
  development in alliances (4) 60
  direction setting (4) 131
  elaboration (3) 23
  for technology transfer (3) 103
  formation (3) 23
  frameworks (1) 61
  implementation process (4) 125
  negative (5) 86
  revolutionary (4) 126
  Set Transformation (SST) (6) 110
  translating into action (4) 127
Streamlined product devlopment (2) 60
Strengths of competitors (1) 13
Stress of change (5) 32
Structural overlay (1) 99
Structured distrust (6) 38

Structures
and values (6) 34
Style guide (1) 51
Subcontractors
for manufacturing (6) 139
Subsidiaries of MNCs (2) 98; (6) 124
Subsidiarity (5) 113
Subsidies
in European electricity (5) 118
Success factors (3) 44
in benchmarking (4) 50
in BPR (5) 25, 36
values (6) 40
Supergrowth companies (6) 97
Suppliers
evaluation criteria (2) 70
influence on FMS (3) 119
local (3) 102
of database marketing technology (1) 138
management (2) 81
negotiations (2) 83
network management (2) 67
sharing values (6) 38
Supply
chain
automating (4) 99
partnerships (1) 72; (2) 77
management (1) 74
Surrogate market forces (6) 128
Survival
by managing environment problems (6) 74
Sustainable earning power (3) 58
SWOT (strengths, weaknesses, opportunities, threats) analysis (5) 60
at Baxi (5) 69
Symbiosis
workers and machines under DFT (6) 91
Synchronized business functions (2) 62
Synergy
management (1) 27
potential (1) 25
technology (6) 71
Systems
integrators (3) 91
thinking (2) 79

T

Tacit knowledge (3) 101
Tactics
AA (1) 52
Taisun Enterprise (4) 108
Taiwan
business behaviour (2) 13
supply chain (4) 99
Tandem Computers
strategic partner (6) 139
Target selection
for benchmarking (4) 52
Tasking of CI (1) 14
Taylorism (3) 18
Team building
for benchmarking (4) 51
leaders (5) 71
vision (5) 77
Technical
collaboration buyer–supplier (2) 71
-market research *see* TMR
services development (5) 44
subsystems (4) 67
Technology
development strategy (4) 107
environmental (6) 77
foresight (3) 89
obsolescence (6) 71
service industry weapon (1) 48
transfer (3) 99
Telecommunications
global strategy (1) 38
Tele-economy (5) 100
Television industry
stagnation (6) 100
strategic trends (6) 119
Teleworking
for sales trainers (5) 104
Thailand business behaviour (2) 13
Theatres
growth (6) 100
Time
-based analysis (1) 19
displaced by IT (5) 100
forecasting (6) 63
horizons
in Greece (4) 116
to market (2) 57
Top management
legitimacy (5) 13
promoting automation to (4) 104
tenure as performance measure (4) 92
Total
cell system (5) 66
employee involvement
for resource efficiency (4) 83
quality
philosophy in Post Office (3) 109
TOWS matrix (1) 19
TQM (total quality management) (1) 13, 73;(4) 83; (5) 13

European model (6) 44
Trade
sales of privatized firms (6) 133
strategy (3) 66
Training
incentives (2) 92
values (6) 37
Transnational
alliances (4) 58
companies (6) 82
services (2) 96
Triad
buyer–supplier relationship (2) 68
design (5) 78
Turbulence
new values (6) 40
Tylenol (6) 36

U

UAP
global strategy (1) 38
U.K.
productivity performance (2) 86
Uncontrolled decentralization (1) 27
Unit cost information (1) 130
United Technologies
HRM (6) 44
Universal banking (4) 35; (6) 123
UPS
work practices (1) 45
U.S.
banks (5) 25
market strategy (1) 60
User centred design (3) 38

V

Value
added
network *see* VAN
service, international (1) 43
chain (3) 46, 65
interrelationships (1) 31
management in capital investment (2) 108
resellers *see* distributers
synergy management (1) 25
Values
fit (6) 35
importance (6) 32
sharing (6) 38
VAN(value added network) (4) 101
Venture capitalists
raising finance (6) 139
Vertical
integration
and culture (5) 92
integration (6) 119
networks (3) 47
organization structures (1) 27
Vicious cycle (5) 85
Virgin Records (6) 104
Virtual network (5) 139
Virtuous
circle (4) 72
cycle (5) 85
Vision
corporate (6) 33
entrepreneurial (6) 106
formulating strategy (3) 18
French companies (1) 84
shared (3) 69
U.K. companies (1) 84
Visualization (5) 81

W

Waterstones (3) 76
Weaknesses of competitors (1) 13
Wheel organization (5) 69
W.H. Smith (3) 78
Wider share ownership (6) 126
Winning competitive strategies (1) 12
Winterthur
global strategy (1) 38
Workforce skills (2) 90
Work arrangements
framework for changing (5) 109
preference (5) 106

Z

Zero
defects (2) 51
emissions vehicle (ZEV) (6) 75

Reproduced with the permission of Pergamon Press Inc., by University Microfilms Inc. Duplication or resale without permission is prohibited.